



CURT

THE CONSTRUCTION USERS ROUNDTABLE

"THE OWNERS VOICE TO THE CONSTRUCTION INDUSTRY"



CURT Tripartite Initiative Report: Project Stakeholder Responsibilities

R-405
January 2007

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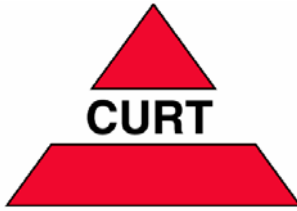
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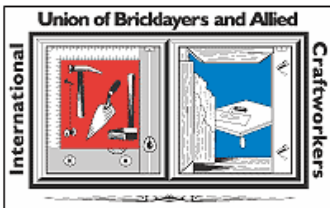
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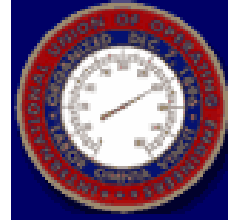


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The Construction Users Roundtable (CURT) would like to acknowledge the following organizations for their participation in The CURT Tripartite Initiative.





Note: Membership listing current at time of publication

CURT Tripartite Initiative Report Project Stakeholder Responsibilities

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Notice:

The purpose of this publication is to make available to industry the results of research and common owner practices. The information is provided solely for the individual consideration and education of CURT members and the industry. The publication does not necessarily represent the views of every CURT member company on this topic. The booklet is offered as an informational publication only. CURT intends only to synthesize current thought and trends concerning the topic. Neither CURT nor its committees make any warranty as to the completeness regarding the materials. Readers are encouraged to further research the topic before relying exclusively on these materials. Each CURT member and other readers of these materials are free, acting in its own discretion and its own perception of business self-interest, to reject or adopt the recommendations in whole or in part. Adoption and/or reliance upon these recommendations is strictly voluntary.

The Mission of The Construction Users Roundtable (CURT) is to promote cost effectiveness for owners doing business in the United States by providing aggressive leadership on issues that will significantly improve project engineering, maintenance and construction processes, thereby creating value for the owners.

1. Background

The mission of the CURT Tripartite Initiative (CTI) is to improve the cost effectiveness of the organized construction industry through meaningful dialogue, collaboration, and mutual commitment to positive change for owners, contractors, and building trades unions. Established in 2003, the Tripartite Initiative organized a forum of construction industry leaders representing organized labor, national trade associations, and the owner community.

Although the CTI is an owner-driven initiative, CURT's position is that contractors and building trade leaders must be engaged as full partners in defining the fundamental problems and in finding solutions to challenges facing the organized sector of the construction industry. Only by working together can we create a win-win-win for all parties involved.

2. Intent

Participants in the Tripartite Initiative believe that construction project stakeholders including labor, contractors, and owners have critical responsibilities to fulfill. Project results improve when all parties address their responsibilities efficiently and effectively, thus preventing any need for management intervention.

These stakeholder responsibilities, as outlined by the CTI team, are described in the following sections.

The members of CTI encourage each participating union to use this tool to adopt organization-specific Codes of Excellence for its members. A Code of Excellence or similar tool will encourage members to perform the highest quality and quantity of work, maximize their skills and abilities, and exercise safe and productive work practices.

3. Owner Responsibilities

- ▲ **Be actively involved in the project** – Provide knowledgeable owner staffing and be proactively involved in all aspects of the construction project. In particular, an effective and informative pre-job planning meeting is essential to project success. This meeting should include representatives from the owner, contractors, and labor.
- ▲ **Communicate owner goals and objectives** – Be sure that the owner’s project goals and objectives are clear to all project participants including contractor and subcontractor personnel, craft workers, field supervision, union stewards and business agents. Participate in the site orientation process.
- ▲ **Establish a safety culture** – Establish safety as a project core value, integrating safe operation into every project activity. Demand results and reward success.
- ▲ **Establish a drug-free and alcohol-free workplace** – Ensure that each project has a drug and alcohol testing program. Where available, utilize the “Building Trades National Drug and Alcohol Program” developed by the Building and Construction Trades Council and endorsed by CURT. Promote the drug-testing program and drug-free workplace standard to other project sites within the owner organization.
- ▲ **Include owner requirements in the contract** – Include provisions in the contract to clearly establish owner requirements for safe and secure operations. Require that all contractors meet or exceed all government regulations and legal requirements.
- ▲ **Provide a clean, sanitary, healthy work site** – Provide appropriate lunch room, break area, and change facilities. Make the jobsite a desirable place to work.

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- ▲ **Prequalify contractors and craft workers** – Through a prequalification process, ensure that contractors are qualified to execute the contracted task. Be sure the contractor’s labor pool will provide craft workers and supervision with the required skills.
 - ▲ **Manage the workload** – To the extent possible, manage the project schedule to level contractor and workforce demands. Maintain realistic project schedules. Coordinate peaks in workforce requirements with other local owners. Avoid excessive overtime.
 - ▲ **Optimize total project cost** – Manage the project to optimize overall efficiency, effectiveness, and productivity. Do not sub-optimize cost by focusing only on individual components such as contractor overhead or hourly labor rates.
 - ▲ **Provide effective tools and equipment** – If the owner provides tools and equipment, optimize the efforts of project personnel by providing the most effective construction tools and equipment available.
 - ▲ **Engage in workforce development** – Ensure that owner representatives are highly trained and capable of undertaking project leadership roles. Be certain that owner representatives are well acquainted with the labor management roles and understand the importance of mutual respect and courtesy to all project participants.
 - ▲ **Manage site layout and logistics** – Collaborate with the general contractor or construction manager to organize the site in a way that provides efficient flow of personnel, equipment, and materials. Coordinate construction activities with other ongoing site operations to avoid disruption.
 - ▲ **Participate in your local owners association** – Where opportunity exists, be actively involved in your local construction owners association. Coordinate workforce requirements and support association initiatives to improve the local construction industry.

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- ▲ **Enable development of the construction industry** – Contractors and labor are valued resources necessary for the execution of the owner’s capital program. Encourage recruitment and training of the construction workforce. Support wages and benefits that are competitive with other industries. Follow sound ethical contracting practices.

Contractor Responsibilities

- ▲ **Optimize efficiency and effectiveness through planning** – Focus resources on front-end planning to ensure readiness for construction. Eliminate downtime by ensuring that design documents, materials, tools, equipment, and job plans are available and understood in a timely manner.
- ▲ **Establish safety as a core value of your corporate culture** – Go beyond legal requirements. Cooperate with the owner to establish a project safety culture. Integrate safe operation into every project activity. Use both rewards and discipline to ensure safe behavior.
- ▲ **Provide leadership** – Staff the project with effective leaders to support field supervision. Ensure that staff have the necessary problem-solving skills.
- ▲ **Staff appropriately** – Provide the appropriate level of staffing to ensure that contractor planning and execution are completed effectively and on time. Employ an optimum mix of craft workers and supervisors.
- ▲ **Communicate with the unions** – In planning and executing the project, stay in communication with the unions on staffing needs, jurisdiction, and other issues. Manage disputes using the CTI recommendations outlined in the CURT publications listed in the References section of this document.
- ▲ **Provide site-specific orientation** – Ensure that each employee and visitor receives a site-specific orientation that includes a description of job-site hazards, safety requirements, employee expectations, and project objectives.

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- ▲ **Support development of the workforce** – Negotiate wages and benefits that are competitive with other industries. Enable workforce training and continued education.
 - ▲ **Treat all employees with respect** – View labor as a valued resource required for completion of the contracted task. Treat individuals with dignity and respect.
 - ▲ **Provide positive recognition** – Acknowledge and reward labor's contribution to project success, recognizing both corporate and individual achievements.
 - ▲ **Provide fair and consistent discipline** – Establish a fair and consistent progressive discipline policy. Ensure that the policy is documented, deployed to site personnel, and understood by all.
 - ▲ **Address concerns voiced by labor and supervision** – Proactively address any workforce concerns. Timely resolution of issues will prevent disputes and lingering problems.
 - ▲ **Replace ineffective personnel** – When necessary, act decisively to replace ineffective craft and supervisory personnel. Provide feedback and coordinate personal improvement with the labor organization.
 - ▲ **Cooperate and communicate with the job steward** – Value this link in the communication chain. Establish regular meetings to discuss job progress, work schedules, and other work process issues. Use the steward to help resolve any labor issues in a timely manner.
 - ▲ **Be accountable for mistakes** – Accept responsibility for problems. Do not focus blame on subcontractors or labor.
 - ▲ **Provide effective tools and equipment** – Provide employer tools and equipment that enhance the efficiency and effectiveness of project labor. Establish tool storage close to the work site. Provide effective security for both employer and employee tools. Establish ongoing tool maintenance for employer tools and equipment.

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- ▲ **Manage the schedule and staffing** – Manage the project schedule to maintain uniform levels of staffing, avoiding peaks and valleys and eliminating excessive overtime.
 - ▲ **Manage absenteeism** --- Use the CTI recommendations outlined in CURT publications listed in the References section of this document.

5. Union Responsibilities

- ▲ **Develop the construction workforce** – Maintain, promote, and continuously improve union training and certification systems. Support recruitment by promoting construction industry careers. Match recruitment targets to projected workforce needs.
- ▲ **Develop and implement a code of conduct** – Use the code of conduct to communicate to craft workers the expectations of the union, the employer, and the owner. An example from the United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA) is included as an appendix to this report.
- ▲ **Encourage excellent work ethics and attitude** – Urge members to diligently apply their knowledge, skills, and experience.
- ▲ **Correct job performance issues** – Meet with members to correct and solve individual job performance problems.
- ▲ **Provide job steward training** – Conduct specialized training for job stewards.
- ▲ **Cooperate and communicate with the employer** – Be a conduit of communication between the craft worker and the employer, and between the employer and the craft worker. Participate in regularly scheduled meetings with the employer. Proactively work to resolve any issues before they turn into disputes.

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- ▲ **Avoid disruptions on the job site** – Address workplace issues proactively and in a timely manner to avoid any disruption in the efficient flow of work on the job site.
 - ▲ **Promote safety with members** – Expect all members to follow job-site safety standards and to work safely.
 - ▲ **Support project drug testing and security checks** – Encourage members to value a safe and secure workplace.

6. Craft Worker and Supervisor Responsibilities

- ▲ **Demonstrate the right work ethic and attitude** – Approach the work with a good attitude. Always perform to the best of your ability and commit to high productivity and quality.
- ▲ **Embrace safety as a core value** – Integrate safety into all activities. Actively observe site conditions and the behavior of all site personnel, including visitors. Proactively seek to resolve any potential problems. Demonstrate zero tolerance for any job site drug or alcohol use.
- ▲ **Support the owner's goals and objectives** – Understand and actively pursue meeting the project goals and objectives.
- ▲ **Be timely and prepared** – Arrive at work on time, fit for duty and ready to work. Dress in a professional and safe manner.
- ▲ **Obey employer work rules and owner site requirements** – Adhere to contractual starting and quitting times, including lunch and break periods. Follow safe, reasonable, and legitimate employer directives. Exercise proper health and sanitation practices.
- ▲ **Provide the required tools** – Understand the contractual requirement for personal tools. Provide tools that are safe and effective. Employ the proper tool for the job at hand.

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- ▲ **Respect owner and contractor property** – Provide proper care for the owner’s facility and the employer’s tools and equipment. Eliminate waste.
 - ▲ **Support development of the construction workforce** – Use union training and certification systems. Support recruitment by promoting construction industry careers.
 - ▲ **Seek opportunities to improve productivity** – Pursue opportunities to improve productivity. Keep inactive time to a minimum.
 - ▲ **Maintain work flow and process** – Refuse to engage in any job disruption, slowdown, or any job action detrimental to labor efficiency and productivity.
 - ▲ **Do not solicit or sell on the job site** – Do not solicit funds or sell merchandise on the job.
 - ▲ **Minimize personal business** – Keep the conduct of personal business on the job-site at a minimum.

7. Summary

All project stakeholders including owners, contractors, and labor, have a vested interest in project success. Each organization has a critical role in achieving project goals and objectives. When each stakeholder fulfills its individual responsibilities, the project and all its component organizations will benefit. The interests of each organization are “inextricably tied” to those of the other participants.

CURT members believe that project integration and cooperation provide the best approach to meeting owner goals and objectives. When project stakeholders recognize their responsibilities and execute their assigned tasks in a professional manner, project results improve.

8. Education and Notice

CURT Tripartite Initiative participants have undertaken a national educational program to make these standards known to owner, contractor, and trade union representatives, and to all employees who work on construction sites of CURT members. All trade union representatives, members, and contractor employees should complete a tutorial on these standards before being assigned to a CURT member's job site. The purpose of this tutorial is to provide awareness and notice of these standards and the reasons for their implementation. Similar educational and awareness programs will be developed by the participating owner organization.

All project stakeholders having notice of these standards through the tutorial are to be held responsible for compliance by their own organization.

9. References

Code of Excellence, International Brotherhood of Electrical Workers (IBEW)

UA Standard for Excellence, United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA)

Code of Conduct, Operative Plasterers' and Cement Masons' International Association of the United States and Canada

Professional Code of Conduct and Standards of Mutual Responsibility, The United Union of Roofers, Waterproofers and Allied Workers

Professional Craftsman Code of Conduct, The International Association of Heat and Frost Insulators and Asbestos Workers

Building Trades National Drug and Alcohol Program, [BTNDAP](#),
Building and Construction Trades Department

Top Workplace Performance Plan and It's Three Strikes Policy,
International Union of Painters and Allied Trades, [IUPAT Journal,](#)
[pp. 22-25, July-September 2006.](#)

WP 401, Confronting the Skilled Workforce Shortage,
Construction Users Roundtable, June 2004

R402, CURT Tripartite Initiative Executive Summary,
Construction Users Roundtable, June 2004

**R402A, CURT Tripartite Study on Extended Overtime on
Construction Projects,** Construction Users Roundtable, June 2004

R402B, Tripartite Study on Absenteeism in Construction,
Construction Users Roundtable, June 2004

**R402C, Tripartite Initiative Report: Eliminating Work
Disruptions and Jurisdictional Disputes,** Construction Users
Roundtable, July 2005

10. Appendix – Sample Code of Conduct

UA Standard for Excellence

**United Association of Journeymen and Apprentices of the
Plumbing and Pipe Fitting Industry of the United States
and Canada (UA)**

Overview:

The *UA Standard for Excellence* policy is a Labor-Management commitment to uphold the highest industry standards in the workplace and ensure customer satisfaction. The program is designed to promote UA members' world-class skills and safe, efficient work practices on the jobs performed by our signatory contractors for their customers.

Member and Local Union Responsibilities:

To insure the UA Standard for Excellence platform meets and maintains its goals, the Local Union Business Manager, in partnership with his implementation team, including shop stewards and the local membership, shall ensure all members:

- Meet their responsibilities to the employer and their fellow workers by arriving on the job ready to work, everyday on time (Absenteeism and Tardiness will not be tolerated).
- Adhere to the contractual starting and quitting times, including lunch and break periods (Personal cell phones will not be used during the workday with the exception of lunch and break periods).
- Meet their responsibility as highly skilled craftworkers by providing the required tools as stipulated under the local Collective Bargaining Agreement while respecting those tools and equipment supplied by the employer.
- Use and promote the local union and international training and certification systems to the membership so they may continue on the road of life-long learning thus insuring UA craftworkers are the most highly trained and sought after workers.
- Meet their responsibility to be fit for duty insuring a zero tolerance policy for substance abuse is strictly met.
- Be productive and keep inactive time to a minimum.
- Meet their contractual responsibility to eliminate disruptions on the job and safely work towards the on-time completion of the project in an auspicious manner.
- Respect the customers' property (Waste and property destruction, such as graffiti will not be tolerated).
- Respect the UA, the customer, client and contractor by dressing in a manner appropriate for our highly skilled and professional craft (Offensive words and symbols on clothing and buttons are not acceptable).
- Respect and obey employer and customer rules and policies.
- Follow safe, reasonable and legitimate management directives.

Employer and Management Responsibilities:

MCAA/MSCA/PFI/MCPWB/PCA/UAC and NFSA signatory contractors have the responsibility to manage their jobs effectively, and as such have the following responsibilities under the *UA Standard for Excellence*.

- Replace and return to the referral hall ineffective superintendents, general foremen, foremen, journey workers and apprentices.
- Provide the Union hall with the necessary documentation to support these actions.
- Provide worker recognition for a job well done.
- Insure that all necessary tools and equipment are readily available to employees.
- Minimize workers downtime by insuring blueprints, specifications, job layout instructions and material are readily available in a timely manner.
- Provide proper storage for contractor and employee tools.
- Provide the necessary leadership and problem-solving skills to jobsite Supervision.
- Insure jobsite leadership takes the necessary ownership of mistakes created by management decisions.
- Promote to owners and clients the UA/Contractor Associations partnerships and avoid finger pointing when problems arise.
- Encourage employees but if necessary be fair and consistent with discipline.
- Create and maintain a safe work environment by providing site specific training, proper equipment and following occupational health and safety guidelines.
- Promote and support continued education and training for employees while encouraging career building skills.
- Employ an adequate number of properly trained employees to efficiently perform the work in a safe manner while limiting the number of employees to the work at hand thereby providing the customer with a key performance indicator of the value of the *UA Standard for Excellence*.

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- Treat all employees in a respectful and dignified manner acknowledging their contributions to a successful project.
 - Cooperate and communicate with the Job Steward.

Problem Resolution through the UA Standard for Excellence Policy:

Under *UA Standard for Excellence* it is understood, that members through the local union, and management through the signatory contactors, have duties and are accountable in achieving successful resolutions.

Member and Local Union Responsibilities:

- The Local Union and the Steward will work with members to correct and solve problems related to job performance.
- Job Stewards shall be provided with steward training and receive specialized training with regard to the UA Standard for Excellence.
- Regular meetings will be held where the job steward along with UA Supervision will communicate with the management team regarding job progress, work schedules, and other issues affecting work processes.
- The Job Steward shall communicate with the members' issues affecting work progress.
- The Business Manager or his designee will conduct regularly scheduled meetings to discuss and resolve issues affecting compliance of the *UA Standard for Excellence* policy.
- The Stewart and management will attempt to correct such problems with individual members in the workplace.
- Individual members not complying with membership responsibility shall be brought before the Local Union Executive Board who will address such members' failure to meet their obligation to the local and the UA, up to and including filing charges. The Local Union's role is to use all available means to correct the compliance problem including but not limited to mandatory retraining for members after offences.

Employer and Management Responsibilities:

- Regular meetings will be held where the management team and UA Supervision will communicate with the Job Steward regarding job progress, work schedules, and other issues affecting the work process.
- The above information will be recorded, action plans will be formulated and the information will be passed on to the local union Business Manager.
- Management will address concerns brought forth by the Steward or UA Supervision in a professional and timely manner.
- A course of action shall be established to allow the job Steward and or UA Supervision to communicate with higher levels of management in the event there is a breakdown with the responsible manager.
- In the event that the employee is unwilling or unable to make the necessary changes, management must make the decision whether the employee is detrimental to the *UA Standard for Excellence* platform and make a decision regarding his further employment.

Additional Jointly Supported Methods of Problem Resolution:

- In the event an issue is irresolvable at this level the Local or the Contractor may call for a contractually established Labor Management meeting to resolve the issues.
- Weekly job progress meetings should be conducted with Job Stewards, UA Supervision and Management.
- The Local or the Contractor may involve the customer when their input is prudent in finding a solution.
- Foremen, General Foremen, Superintendents and other management should be educated and certified as leaders in the *UA Standard for Excellence* policy.

Construction User Roundtable Publications

The purpose of developing Construction User Roundtable (CURT) publications is to disseminate recommendations, guidelines, and reports developed by the Construction Users Roundtable. CURT is focused on improving the cost effectiveness of the U.S. construction industry. These publications have been developed from the point of view of owners or users of construction services. Efforts by all segments of the industry, however, are vital if major improvement is to be the result.

This publication is one of a series from committees or study teams addressing a problem area.

Findings and recommendations of The Construction Users Roundtable are included in publication series classified as White Papers (WP), Reports (R), or User Practices (UP). In addition to these classifications, CURT publications are numbered based on the category of the topic:

Category	Number Code
Constructability	011 to 099
Contractor Management	101 to 199
Cost	201 to 299
Interface Management	301 to 399
Workforce/Industrial Relations	401 to 499
Material Control	501 to 599
Purchasing	601 to 699
Quality	701 to 799
Safety	801 to 899
Security	901 to 999
Strategy	1001 to 1009
Work Planning and Scheduling	1101 to 1199
Technology/E-Sourcing	1201 to 1299
Special Projects	2001 to 2099

Examples:

WP-1201: A CURT White Paper on Reverse Auction

R-402: A CURT Report on Tripartite Initiatives

UP -801: A CURT User Practice on Construction Safety in Contractor Prequalification

Available CURT Publications

White Papers

- WP 401 Confronting the Skilled Workforce Shortage
- WP 1003 Construction Strategy: Optimizing the Construction Process
- WP 1201 Guidelines on the Use of Reverse Auction Technology
- WP 1202 Collaboration, Integrated Information and the Project Life Cycle in Building Design, Construction and Operation

Reports

- R 402 CURT Tripartite Initiative Executive Summary
- R 402A CURT Tripartite Study on Extended overtime on Construction Projects
- R 402B Reducing Absenteeism Report
- R-402C Tripartite Initiative Report: Eliminating Work Disruptions and Jurisdictional Disputes
- R-405 CURT Tripartite Initiative Report: Project Stakeholder Responsibilities
- R 807 CURT Owner Safety Blueprint

User Practices

- UP 101 Construction Measures: Key Performance Indicators
- UP 201 Construction Project Controls: Cost, Schedule, and Change Management
- UP 403 Construction Labor: Managing the Construction Workforce
- UP 601 Construction Purchasing: Capital Purchasing & Contracting
- UP 701 Construction Quality: Achieving Quality on Capital Projects and Craft Worker Prequalification
- UP 801 Construction Safety: Contractor and Craft Worker Prequalification
- UP 802 Construction Safety: The Owner's Role
- UP 803 Construction Safety: Pre-Bid and Bid Clarification Meetings
- UP 804 Construction Safety: Contract Terms and Conditions
- UP 805 Construction Safety: Monitoring Performance
- UP 806 Construction Safety: Improving Safety Programs
- UP 1001 Construction Strategy: Selecting Contracting Strategies
- UP 1002 Construction Strategy: Selecting the Right Contractor

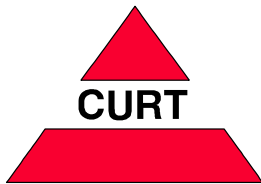
Tools

- T 404 Construction Labor: Craft Employee Training Evaluation Tool
- T 808 Construction Safety: Owner Safety Blueprint Assessment Tool

Training Modules

- TM 809 Construction Owners' Safety Blueprint Training Module

Visit the CURT publications website,
http://www.curt.org/14_0_curt_publications.html,
for additional information and pricing.



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